



State of Wisconsin

Enterprise Leadership Academy

The mission of the State of Wisconsin Enterprise Leadership Academy is to develop visionary, service-oriented leaders dedicated to excellence in state government.

"ELA - Developing Quality Leadership with Vision"

ELA 2007-08 Program Nomination and Selection Process

To nominate an employee for the State of Wisconsin's Enterprise Leadership Academy (ELA) Program, please follow the selection and nomination steps below.

Step One: Identify Potential Participants

Potential participants will be State of Wisconsin employees who are a manager or supervisor who possesses a minimum of five years of supervisory or management experience or are an unclassified administrator. Management or supervisory experience in the public or private sector is eligible, but at least two of the five years should be in the public sector. ***Please refer to the Nomination and Selection Criteria for additional guidance on the well-qualified candidate.***

Step Two: Complete Nomination Form

Nominations can be made by a supervisor or other agency employee who is in a position as a manager or supervisor at the 81-03 pay range or higher, or in a counterpart position, or an unclassified administrator.

A qualified nominator will complete a Nomination Form. This form asks for basic contact information as well as a statement of his/her assessment of the nominee's ability to be a strong leader within Wisconsin state government. Final approval of the nomination and application must be by signature of the Agency head. ***Note: Employees may not self-nominate.***

Step Three: Complete Application Form

Upon notification of his/her nomination, the nominee will complete an individual application form. This form asks for basic contact information, education history, past supervisory or management training courses taken, as well as a statement as to what the applicant believes he or she will gain from and can contribute to the ELA program.

Step Four: Submit Nomination and Application Forms

Upon completion of Nomination and Application Forms and with Agency head approval, submit both forms (with any attachments) in the same envelope to:

**State of Wisconsin ELA Program
Attention: OSER - DMRS - ELA
101 E. Wilson Street, 4th Floor
Madison, WI 53707-7855**

All nominations and application forms must be received by close of business on **March 28, 2007.**

Step Five: Selection Process

The Selection Committee, comprised of representatives from the Certified Public Manager program, the Office of State Employment Relations, Affirmative Action and a former State of Wisconsin Human Resources Director will review all nomination applications and make their selection by **April 3, 2007**. No more than **thirty (30)** candidates will be selected to participate in the ELA program.

Step Six: Selection Notification

Selection notices will be sent out by **April 09, 2007** via letter. An accepted candidate will have until **April 20, 2007** to accept a place in the ELA class. Accepted candidates will continue to receive more information as the program start date gets nearer via email, inter-departmental mail or updates to the ELA website.

Step Seven: Participants Complete Pre-Program 360° Leadership Practices Inventory

All participants will be asked to complete a pre-program online Leadership Practices Inventory prior to the start of the program. They will also be asked to conduct the same inventory at the end of the program.

Step Eight: Program Begins

Classes for the 2007-08 Enterprise Leadership Academy program will begin May 15, 2007. The curriculum overview gives a detailed account of class meeting dates and locations for the duration of the program.



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ELA 2007-08 Program Nomination and Selection Criteria

The Nomination & Selection Criteria for the **2007-08 State of Wisconsin Enterprise Leadership Academy (ELA)** is as follows:

1. The well qualified applicant:

- Is a manager or supervisor at pay range 81-03 or higher, in a counterpart position, or an unclassified administrator, and works for the State of Wisconsin
- Possesses a minimum of 5 years supervisory or management experience in the public or private sector (at least two of the five years should be in the public sector)
- Has not completed the Certified Public Manager (CPM) program, or made substantial progress toward CPM completion
- Has a continuing desire to learn, ability to think critically, creatively problem-solve and apply new knowledge appropriately to their work environment

2. The Selection Committee will give preference to those applicants with past supervisory or management experience with the State of Wisconsin. No more than thirty (30) candidates will be selected to participate in the program.

3. Nominations can be made by a supervisor or other agency employee who is in a position as a manager or supervisor at the 81-03 pay range or higher, or in a counterpart position, or an unclassified administrator. **Employees may not self-nominate.**

4. An applicant must be able to commit to the established classes for the period of the program and agree to abide by program policies and guidelines.

5. The Selection Committee will consider both the nomination form and the individual application to evaluate the candidate's potential for successful participation in the program.

6. The program strives to have a diverse group in terms of geographic location and agency size and occupation. The program will also strive for representation of women, minorities, people with disabilities and other protected groups.

7. An applicant must obtain Agency Head approval in addition to the above nomination requirement.

8. Only complete nomination and application packets will be considered.



2007 Enterprise Leadership Academy Key Dates

March 9, 2007:	Nominations open to agencies
March 28, 2007:	Nominations/Applications are due to OSER
April 3, 2007:	Nomination selection committees meet and selection decisions complete
April 9, 2007:	Selection Notifications Sent
April 20, 2007:	Participant Acceptance/Declination Decision Due to OSER
May 15, 2007:	ELA Program Begins
February 20, 2008:	ELA Program Completion/Graduation

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ELA 2007 Nomination Form

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Nominee Information

Name: _____ Agency: _____

Title/Classification: _____ Yrs. Supv/Mgt Experience: _____

Nominator's Contact Information - (* Nominator must be someone other than nominee)

Nominator's Name _____

Title _____ Agency _____

Phone () _____ (Work) FAX () _____

Email: _____ (Work)

Work Relationship to Nominee: _____

Nomination

It is my pleasure to nominate _____ to participate in the 2007-08 State of Wisconsin Enterprise Leadership Academy (ELA) Program. In nominating her/him for the program, I am recognizing her/his management abilities and demonstrated desire for continued learning. I am also recognizing that her/his participation will require time away from work, and that the agency will encourage this professional development activity, within the constraints of organizational demands.

Recommendation Summary

****Please attach a summary statement** describing the applicant's abilities, work record, professional potential and personal qualities. Please limit your comments to one page.

Nominator Signature _____ Date _____

Agency Head Approval

It is my professional opinion that this individual should be admitted to the ELA program.

Signature _____ Date _____

Please submit both the Nomination and ELA Application Forms (in the same envelope) by close of business on March 28, 2007 to:

**State of Wisconsin ELA Program
Attention: OSER ELA Program – DMRS
101 E. Wilson Street, 4TH Floor
Madison, WI 53707-7855**



ELA 2007 Application Form

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Contact Information

Applicant Name _____

Title/Classification _____

Agency _____

Mailing Address _____

street

city / state/ zip

Phone () _____ () _____
Work Alternative (cell, home)

FAX () _____ E-mail _____
Work

Applicants who work outside of the Madison area: For our planning purposes would you be willing to participate remotely via web-cast in approximately two of the ten 2- day sessions, with a small group of other remote-location participants in your geographic area? Yes____ No____

Educational Background

<u>Institution Name & Location</u>	<u>Degree/Diploma</u>	<u>Year</u>	<u>Major/Specialization</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Past Supervisory or Management Training

Please list, on the next page, past supervisory or management related training taken in the last five years. Training may include university credit or non-credit courses, state-sponsored classes (including required supervisory training), training offered by your unit, vocational/technical classes, and professional training seminars that focus on supervision or management. Classes may include topics such as:

- *The Personnel System*
- *EEO/Affirmative Action*
- *Time Management*
- *Introduction to Supervision/Role of Supervisor Delegation*
- *Leading Meetings*
- *Motivation/Coaching and Counseling*
- *Conflict Management*
- *Performance Planning and Evaluation*
- *Discipline/Grievance*
- *Perceptive Communication*
- *Planning/Goal Setting for the Work Unit*
- *Basics of Decision Making and Problem Solving*
- *Advanced Labor Relations*
- *Group Process/Group Decision Making*
- *Teambuilding*
- *Leadership*
- *Interpersonal Communication*

<u>Year</u>	<u>Subject of Course</u>	<u>Provider</u>	<u># of days or semesters</u>
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(attach additional sheet if needed)

Applicant Essay

****Please *attach a one-page statement* describing the following:**

- Why you want to participate in the ELA program
- What you believe you will gain from the program
- How you believe you will be able to share the knowledge gained
- What you believe you can contribute to the success of the program

Applicant Commitment

I verify that the above information is accurate to the best of my knowledge. If selected to participate in the ELA program, I commit to full participation and to abide by the attached program policies and guidelines. I further understand that upon successful completion of the program I will be eligible to receive 132 hours credit toward my Certified Public Manager certification.

Signature _____ Date _____

Please submit both the nomination form and application (in the same envelope) by close of business on March 28, 2007 to:

**State of Wisconsin ELA Program
Attention: OSER ELA Program – DMRS
101 E. Wilson Street, 4TH Floor
Madison, WI 53707-7855**

Voluntary Information

The following information is collected to enhance the programming efforts at the State of Wisconsin and is voluntary.

SEX: ☐ Female ☐ Male

DISABLED: ☐ Yes ☐ No

BIRTHDATE: _____ Month _____ Day _____ Year

HERITAGE: ☐ American Indian ☐ Asian/Pacific Islander ☐ African
☐ Hispanic ☐ White or Other

If desired, please note if you require any special accommodations.

The ELA Program is committed to diversity and encourages applications from women, minorities and persons with disabilities



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ELA 2007 Program Policies and Guidelines

Participants

Attendance:

Attendance at classes or other learning events demonstrates a commitment to the learning process and to your fellow participants. Participants are expected to attend all sessions in the program. Participants may have an excused absence only for critical personal illness or emergency, or family emergency (such as the critical illness of a family member). Work-related absences will be considered excused only if it is a documented emergency (example: catastrophic event such as tornado or fire). Participants who miss a class are expected to connect with a fellow participant and the instructor(s) to ensure they have received the information from the class and any missed assignments are expected to be submitted at a date mutually agreed upon by the participant and instructor.

Confidentiality:

Participants are expected to treat personal or agency information they share or receive in class as confidential, and not to be repeated in either oral or written form outside the class.

Communication:

Participants are expected to keep their immediate supervisors or other key agency managers informed as to their progress in the program, information they have learned and concerns they have.

Evaluation:

Evaluations are a key tool in helping to build a useful and effective program for future participants. Participants are expected to evaluate classes fairly and honestly, and to share concerns regarding the program directly with the program's administration and/or instructors.

Self Assessment

Participants are expected to complete the program's 360-degree pre-assessment and post-assessment and make a good-faith effort to obtain a minimum of five (5) observers.

Program Administration and Instructional Staff

Quality:

Program administration and staff are expected to develop and deliver the highest quality professional development program possible.

Responsiveness:

Program administration and staff are expected to respond in a timely manner to agency and participant concerns, and to modify the program to respond to those concerns if possible.

Ethics:

Program administration and staff are expected to abide by high ethical standards in the preparation and delivery of the program, and in their relationships with participants and agencies.

Confidentiality:

In accord with the United States Family Educational Rights and Privacy Act of 1974 ("the Buckley Amendment") and Chapter 19 (Section 36) of the Wisconsin Statutes regarding public records, all materials produced by students in the program, and all records regarding student performance in the program are not open to general public review. Use of student-produced materials in classes or in other public forums is strictly prohibited unless specific written permission is given by the student.

2007 ENTERPRISE LEADERSHIP ACADEMY

Month/Day	Leadership Competency	Topics	Aligned LPI Practice(s)	Outside Class Activities*
May 15	Leading Systems	Welcome/Overview Leadership: Overview State Environment: Workforce Trends Panel: Perspectives on Wisconsin's Future Group Activity (2 hours)		Interview one class member from another agency
May 16		Management Profession: Trends and Challenges		
June 19-20	Leading the Organization	Project Management	Inspire a Shared Vision	Identify a project you are working on, or may work on in the next 2 years
July 17-18	Leading Others Developing Self	Being an Effective Middle Manager; Using Emotional Intelligence Project Discussion and Planning	Model the Way Inspire a Shared Vision Enable Others to Act	
Aug 21	Leading Others Developing Self	Leadership: Model the Way Ethics and the Public Manager	Model the Way	Attend a committee hearing
Aug 22	Leading the Organization	Working Inside of State Government: Legislative Relations Interagency Relations The LRB	Challenge the Process	
Sept 18	Leading the Organization	Leadership: Inspire a Shared Vision Working with Citizens	Inspire a Shared Vision	Talk to someone from your city/town/village about their relations with state government
Sept 19		The Crazy Quilt of External Relations: Working with Others Outside of State Government (Local Government, Private Sector, Non-Profits)	Challenge the Process	

Oct 16 Oct 16-17	Leading the Organization	Leadership: Challenge the Process Managing Organizational Change (1.5 days)	Challenge the Process Inspire a Shared Vision Enable Others to Act	
Nov 13 (<u>2nd T</u>)	Leading the Organization	Organizational Performance: Establishing Goals, Monitoring Achievement, Reporting Accomplishments	Model the Way Encourage the Heart	
Nov 14 (<u>2nd W</u>)	Leading Others Developing Self	Diversity/Cultural Competence/Networking	Waters-Castillo	
Dec 11 (<u>2nd T</u>)	Leading the Organization	Leadership: Enable Others to Act, and Encourage the Heart Overview of the HR System	Enable Others to Act Encourage the Heart	
Dec 12 (<u>2nd W</u>)	Leading Others	Managing Difficult and Complex HR Issues, Performance Management, Advanced Conflict Management	Model the Way Challenge the Process?	
Jan 15 Jan 16	Leading the Organization	Developing and Finding Resources Technology Management Advanced Problem Solving and Creativity	Enable Others to Act Challenge the Process	
Feb 19-20		Leadership: Wrapup Summary Activity Project Reports Graduation		

*** Outside class activities also include pre-class readings/assessments for every session**

(Note: The curriculum is subject to change.)



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2007-08 ELA Program Frequently Asked Questions

What is the ELA program?

The Enterprise Leadership Academy (ELA) program is a defined leadership training program developed by the Office of State Employment Relations in collaboration with the Certified Public Manager program; the 2006 pilot program was also accomplished through a grant received from CPS Human Resources Services.

Why do we need this?

This program was developed in response to requests from agency leaders and staff for an enterprise-level leadership development program. As the State begins to see accelerated retirements over the coming years, it will become increasingly necessary to ensure we are providing top-flight training to our existing and new leaders. While the State continues to look for best ways to utilize taxpayer money, leaders need to be able to problem solve with a global approach and a share service approach. The ELA provides opportunities for all leaders from different agencies to address common problem and network across agencies.

Who is eligible to participate in the ELA program?

To see who is eligible, please refer to the nomination and selection criteria.

Are there other programs available like the ELA program?

We used input from the pilot program participants to identify a training curriculum which would be best suited for future and new leaders. That program's curriculum will be entitled the Enterprise Management Development Academy (EMDA). We will continue to look for ways to improve and develop the ELA for experienced managers and look to utilize available agency leadership programs in a shared services model for the EMDA.

Will I be able to use the hours earned toward my Certified Public Manager certification?

Yes, the ELA program will qualify for 132 hours toward that certification.

How do I get nominated?

A nomination and application process has been established. Please see your human resources staff to obtain a copy of that information.

How much will it cost?

The cost of the program will be \$1498 per participant.

Will my agency cover the cost?

Agencies will be billed directly for the cost.

What is the time commitment?

The ELA 2007-08 program runs from May 15, 2007 until February 20, 2008. Classes will be held 2 days per month and participants will be required to attend all classes. A final applied project, which will be worked on in part during classes, will be presented by teams at the last session. A graduation ceremony will be held during the last session on Feb. 20, 2008.

How do I ensure that I will be given the time needed to participate?

There is strong support at the highest levels for this program. Your agency leaders are aware of the time needed and are expected to support your participation by making time available to you for class attendance.

Will all the classes be in Madison?

The 2007-08 ELA classes will be held in Madison as base on feedback from participants both local and outside of Madison who felt there was great value in being face to face with the entire academy cadre. However, for future program development we will continue to ask for feedback on this delivery model.

Where can I view the curriculum?

The curriculum can be view on the following link: <http://www.ela.wi.gov/> or go to your human resources staff.

Is this program a repeat of the Certified Public Manager program?

While some of the courses are similar to some of the CPM courses, some teachers are different and all of the content is being geared to experienced state government managers. As such, even if you have taken some CPM courses, you will likely get some new information in the ELA program which will be relevant to your work. However, if you have completed the CPM program, or have made substantial progress toward CPM completion, this program would not be best suited to your advanced training.

Additional questions should be directed to Patricia Almond, Administrator, Division of Merit Recruitment and Selection, Patricia.Almond@wisconsin.gov